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THE RELATIONSHIP BETWEEN DIVERSITY CLIMATE PERCEPTIONS AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK ENGAGEMENT:  
THE MEDIATING ROLE OF OVERALL ORGANIZATIONAL JUSTICE

A Thesis

Presented to

The Faculty of the Department of Psychology

San José State University

In Partial Fulfillment

of the Requirements for the Degree

Master of Science

by

Arika Higgins

August 2020

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The Designated Thesis Committee Approves the Thesis Titled

THE RELATIONSHIP BETWEEN DIVERSITY CLIMATE PERCEPTIONS AND  
ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK ENGAGEMENT:  
THE MEDIATING ROLE OF OVERALL ORGANIZATIONAL JUSTICE

by

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## ABSTRACT

### THE RELATIONSHIP BETWEEN DIVERSITY CLIMATE PERCEPTIONS AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND WORK ENGAGEMENT: THE MEDIATING ROLE OF OVERALL ORGANIZATIONAL JUSTICE

By Arika Higgins

Employees' perceptions concerning their organization's diversity climate have important implications for both the organization and the individual. Diversity climate research has traditionally focused on exploring the moderators of the relationship between diversity climate perceptions and the attitudinal outcomes of employees; however, research has neglected to examine behavioral outcomes and the potential mediators of the relationship. Therefore, the present study explored the indirect effects of overall organizational justice on the relationship between diversity climate perceptions and organizational citizenship behavior and work engagement. It was hypothesized that diversity climate perceptions would be positively related to organizational citizenship behavior and work engagement. It was also hypothesized that overall organizational justice would act as a mediator between diversity climate perceptions and organizational citizenship behavior and work engagement. Results of a self-report survey from 230 employed individuals showed that diversity climate perceptions were related to work engagement and overall organizational justice. However, no mediation effects were found. The results of the present study suggest that managers promote diversity and inclusion practices within their organizations as positive diversity climate perceptions are likely to be associated with more work engagement among their employees.

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## **Introduction**

Over the years, the U.S. workforce has become increasingly diverse in terms of ethnicity, age, and gender. According to the National Center for Public Policy and Higher Education (2015), the working-age population of Whites is predicted to drop from 82% in 1980 to 63% in 2020, whereas the labor force of ethnic minorities is predicted to double from 18% in 1980 to 37% in 2020. This indicates that more than one third of the U.S. working population is made up of ethnic minorities in 2020. Furthermore, millennials (those who were born between 1982 through 2000) have become the largest working generation in the U.S. labor force, where one in three working Americans are millennials (Fry, 2018). Thus, multi-generations are now working at the same time, which contributes to the age diversity of the workforce. Additionally, in regard to gender, women in the U.S. workforce are projected to increase in percentage from 46.6% to 47.2% in 2024 (Toossi, 2015).

As the influx of ethnic minorities and women into the workforce continues to grow, understanding the consequences of workplace diversity have become of growing importance. Companies that embrace diversity experience the benefits of having a diversified workforce. For example, organizations in the top quartile for gender and ethnic diversity are more likely to have financial returns above their national industry mean, whereas companies in the bottom quartile for gender and ethnicity diversity are less likely to achieve above-average returns (Hunt, Layton, & Prince, 2015). Research also shows that greater diversity in the workforce can lead to positive organizational outcomes (e.g., Jackson, Joshi, & Erhardt, 2003; Kearny, Gebert, &

Voelpel, 2009). For example, Kearny et al. (2009) found that diverse teams in terms of age and educational backgrounds had greater elaboration of task-related information, collective team identification, and team performance. Furthermore, Richard, Barnett, Dwyer, and Chadwick (2004) examined the relationship between racial diversity in management groups and firm performance and found a positive relationship between the two, such that management teams with more racial diversity had higher levels of productivity, thus increasing firm performance. As these studies show, for many companies, diversity has become a business necessity for their overall success.

Although a number of studies have suggested that workplace diversity leads to positive outcomes, not all researchers see the value of having a diversified workforce. Several researchers (e.g., Jackson et al., 1991; Sacco & Schmitt, 2005; Tsui, Egan, & O'Reilly, 1992) argue that workplace diversity could produce negative outcomes such as increased turnover and decreased individual attachment to the organization. For example, Jackson et al. (1991) demonstrated that team heterogeneity with respect to demographic variables such as age, tenure, and education level were a strong predictor of team turnover rates, such that dissimilarity among group members in terms of the above variables was positively related to an increase in turnover at the individual level. Furthermore, Tsui et al. (1992) hypothesized that differences in gender and ethnicity in a work unit would be associated with lower levels of psychological and behavioral attachment to the organization. The researchers found that the more different employees' gender and ethnicity were from others in their work unit, the lower their psychological commitment to the organization and intention to stay with the organization.

Researchers have argued that studies examining the effects of diversity on organizational outcomes are limited and inconsistent (e.g., Curtis & Dreachslin, 2008; Van Kippenberg & Schippers, 2007; Webber & Donahue, 2001). Chrobot-Mason and Aramovich (2013) suggest that reasons for these discrepancies are that the relationship between workplace diversity and organizational outcomes is much more complex than previously believed. They argue that the differences in organizational outcomes associated with workplace diversity are often dependent on the work environment and the way diversity is managed (Chrobot-Mason & Aramovich, 2013). For example, Ely and Thomas (2001) asserted that the benefits of workplace diversity are maximized when organizations foster a climate that values diversity rather than when diversity is viewed as a method to gain access to a wider market or for a moral imperative. Therefore, when employees view their work environment as being strongly committed to cultivating and managing diversity, the benefits of diversity are likely to be maximized (Ely & Thomas, 2001).

In order to better understand how and why workplace diversity leads to certain organizational outcomes, the concept of diversity climate perceptions has become a focal point for diversity literature. Diversity climate perceptions have been defined as the extent to which employees perceive their workplace as fair and socially inclusive of all individuals (McKay, Avery, & Morris, 2008). Research has demonstrated a positive relationship between diversity climate perceptions and organizational outcomes such as higher company performance, increased organizational commitment, and increased job satisfaction (e.g., Hicks-Clark & Iles, 2000; McKay et al., 2008).

Although many studies have focused on organizational outcomes of diversity climate perceptions, little attention has been paid to the investigation of behavioral and motivational outcomes. Thus, one major purpose of the present study is to expand the literature by examining organizational citizenship behavior as a potential behavioral outcome and work engagement as a motivational outcome of diversity climate perceptions. Furthermore, although research has focused on the direct effects of diversity climate perceptions on various outcomes, little is understood about the underlying mechanisms of why they affect these outcomes (Reinwald, Huettermann, & Bruch, 2019). This study proposes that organizational justice acts as a mediator of the relationship between diversity climate perceptions and organizational citizenship behaviors and work engagement. That is, if employees perceive their organization's diversity climate to be positive, they will believe that their organization treats their employees fairly, which then leads to greater organizational citizenship behavior and work engagement.

The following sections describe the history and the definitions of diversity climate perceptions, review the literature on the outcomes of diversity climate perceptions, propose organizational citizenship behavior and work engagement as outcomes of perceived diversity climates, and argue that organizational justice acts as a mediator of the relationship between diversity climate perceptions and these two outcomes.

### **History and Definition of Diversity Climate Perceptions**

According to McKay and Avery (2015), initial research interest in the concept of diversity climate stemmed from Cox's (1993) well-known work and publication, *Cultural*

*Diversity in Organizations: Theory, Research, and Practice*. Cox (1993) conceptualized diversity climate as consisting of three different sets of factors: individual, group/intergroup, and organizational. Individual factors refer to the extent to which employees' group memberships (e.g., race, ethnicity, gender) make them susceptible to biased treatment such as prejudice or stereotyping. The second factor, group/intergroup, highlights how differences in employees' perspectives (e.g., cultural differences, ethnocentrism) influence intergroup relationships among them. Finally, the third factor, organizational factors, emphasize firm-level considerations of how diversity is managed in such areas as fairness in human resource processes and the integration of minority groups (e.g., minorities, women) throughout the different organizational levels and within informal communication channels.

As part of his conceptualization of diversity climate, Cox (1993) developed a framework called the Interaction Model of Cultural Diversity (IMCD) to explain how diversity climate relates to organizational effectiveness. Cox (1993) explained that the impact of diversity on organizational outcomes is best understood when looking at the interaction between individuals and their environment. According to McKay and Avery (2015), the IMCD essentially suggests that a supportive diversity climate enhances organizational effectiveness through a motivational/affective path (i.e., enhanced work attitudes and identification with the firm) and a behavioral/performance path (i.e., improved job performance and advancement opportunities), which in turn strengthens employees' work efforts, organizational loyalty, and the internalization of firm objectives.

A number of researchers have since utilized the IMCD model as the theoretical framework for their own studies when examining the effects of a climate for diversity.

While Cox was developing and publishing the IMCD model, a potential vein of diversity climate research was being examined by Kossek and Zonia (1993). The researchers examined whether individual-level diversity climate perceptions, defined as “individual employee perceptions of the degree that work settings are fair and inclusive” (McKay & Avery, 2015, p. 195), differed as a function of race-ethnicity and gender among faculty members at a university. They found that women and minorities believed their organizations valued diversity less compared to their male and White counterparts, respectively (Kossek & Zonia, 1993), indicating that women and minorities were more likely to negatively perceive their organizations compared to individuals who were male and White. According to McKay and Avery (2015), this study provided some early evidence that demographic groups differed in their perceptions of their organization’s support for diversity, indicating that diversity climate perceptions are not homogenous across all individuals.

To further expand on Kossak and Zonia’s (1993) research, Mor Barak, Cherin, and Berkman (1998) examined whether employees’ perceptions of their organization’s diversity climate varied across gender and race/ethnicity as a part of their organizational assessment of diversity climate. In order to be in alignment with Cox’s (1993) research, which argued that individual-level and organization-level factors were important elements in assessing organizational climate, Mor Barak et al. (1998) conceptualized the overall diversity environment as having two dimensions: organizational (i.e.,



management's procedures and policies, specifically affecting those who are of the minority) and personal (i.e., employees' views and prejudices toward members who are different from themselves that can affect attitudes and behaviors towards others in the organization). The researchers found that (a) White women and racial/ethnic minority men and women perceived the organization as less fair or inclusive than did White men, and (b) White women and racial/ethnic minority men and women saw more value in diversity than did White men, suggesting that women and individuals of racial/ethnic minority groups were exposed to discrimination and exclusion within the workplace more often than White men (Mor Barak et al., 1998).

Moreover, according to McKay and Avery (2015), a key contribution of this study was the validation of a diversity climate scale which assesses individuals' perceptions of their organization's diversity climate in terms of degree of fairness, inclusiveness, personal diversity value (i.e., the degree to which employees believe diversity adds value to the organization), and personal comfort (i.e., the degree to which employees are comfortable interacting with others from different demographic backgrounds), and has since been utilized in subsequent research studies. Overall, this study provided additional evidence that perceptions of diversity climate varied across individuals, in that such perceptions were influenced by the different racial-ethnic and gender backgrounds of the individuals.

As indicated in the aforementioned literature, early research findings have demonstrated that a diversity climate exists within organizations and employees do indeed form overall perceptions of the extent to which their organization values diversity

based on its practices, rewards, policies, and procedures (Chrobot-Mason & Aramovich, 2013). Chrobot-Mason and Aramovich (2013) note that although there is no single widely used measure of diversity climate, there is overlap on how diversity climate is conceptualized. Thus, researchers have often used the terms diversity climate and diversity climate perceptions interchangeably, given that both concepts are generally conceptualized and defined within the literature as the perceptions of individuals on the fairness and inclusivity of their organizations.

Diversity climate has often been defined as consisting of two main diversity practices: fair treatment and integration (McKay et al., 2008). For instance, McKay et al. (2008) defined diversity climate perceptions as the extent to which employees view their workplace to be fair and socially inclusive of all individuals. Similarly, Chrobot-Mason and Aramovich (2013) defined diversity climate as “consisting of perceptions of a set of diversity practices aimed at providing fair and equal opportunities to all employees” (p. 663). Gelfand, Nishii, Raver, and Schneider (2005) also defined diversity climate as “employees’ shared perceptions of the policies, practices, and procedures that implicitly and explicitly communicate the extent to which fostering and maintaining diversity and eliminating discrimination [are] a priority in the organization” (p. 104). Thus, to be in alignment with prior research and definitions of diversity climate and diversity climate perceptions, I will define diversity climate perceptions in this study as the extent to which employees believe that their workplace is fair and inclusive, provides equal opportunities, and demonstrates value to all individuals regardless of their gender or their cultural socio-demographic backgrounds.

## **Outcomes of Diversity Climate Perceptions**

Throughout the years, researchers have argued that diversity in the workplace is a double-edged sword, such that there is a potential for positive or negative outcomes (e.g., Chrobot-Mason & Aramovich, 2013; Cox, 1993; Konrad, Prasad & Pringle, 2006; Shore et al., 2011). However, as mentioned earlier, the differences between the two outcomes are often dependent on the work environment and how diversity is overall managed (Chrobot-Mason & Aramovich, 2013). For instance, employees who perceive their organization as cultivating an affirming climate for diversity and manage diversity effectively have been shown to foster greater loyalty and attachment toward their organization and have stronger innovation skills (Eisenberger, Fasolo, & Davis-LaMastro, 1990; Ivancevich & Gilbert, 2000; Robinson & Dechant, 1997).

Wolfson, Kraiger, and Finkelstein (2011) hypothesized that perceptions of an affirming diversity climate was positively related to organizational commitment, individual empowerment, and job satisfaction. Data were collected from 1,126 employees from a variety of industries. Consistent with their hypotheses, results showed that perceptions of diversity climate were significantly and positively related to organizational commitment, individual empowerment, and job satisfaction. These results indicate that when employees perceived climate for diversity more positively, they were more likely to be committed to their organizations, feel empowered, and be satisfied with their job.

In more recent research, Brimhall and Mor Barak (2018) examined the role of workplace inclusion in fostering innovation and job satisfaction in a human service organization. The researchers argued that although workplace inclusion has been found to

help channel diversity into positive outcomes, there is a lack of knowledge about the potential influence that climate for inclusion has on an organization's climate for innovation (Brimhall & Mor Barak, 2018). Climate for inclusion was defined as "the shared employee perceptions of the extent to which an organization helps each member feel valued and appreciated as important members of the group or organization" (Brimhall & Mor Barak, 2018, p. 475). The researchers found a positive relationship between climate for inclusion and job satisfaction and climate for innovation (i.e., "the shared employee perceptions of the extent to which the group fosters new and useful ideas, processes, products, or procedures that significantly benefit the group, organization, or larger society", Brimhall & Mor Barak, 2018, p. 476), suggesting that positive perceptions of climate for inclusion were related to increased job satisfaction and work group innovation. These findings indicate that when organizations create an environment where employees feel valued, appreciated and can be themselves (i.e., inclusion), this leads to positive outcomes such as higher levels of job satisfaction and increased comfort in sharing ideas (i.e., innovation).

Research has also demonstrated a relationship between diversity climate perceptions and turnover intentions (Buttner & Lowe, 2017; McKay, Avery, Tonidandel, Morris, Hernandez, & Hebl, 2007). For example, McKay et al. (2007) found diversity climate perceptions to be negatively related to turnover intentions, such that favorable perceptions of diversity climate resulted in decreased employee turnover intentions. Furthermore, the researchers examined whether the effect of diversity climate perceptions on turnover intentions varied across three different racial groups: White, Black, and

Hispanic. They found that pro-diversity climate perceptions were associated with reduced turnover intentions across all racial groups, indicating that when employees perceived climate for diversity more positively, they were less likely to have intentions of leaving the company, regardless of their race.

At the group level, diversity climate perceptions have also been found to be positively related to workplace outcomes (e.g., Ely & Thomas, 2001; Gonzalez & DeNisi, 2009; Kaplan, Wiley, & Maertz, 2011). For example, Ely and Thomas (2001) examined the conditions in which cultural diversity enhanced or detracted from work group functioning through three different perspectives on workforce diversity: the integration-and-learning perspective (i.e., the insights, skills, and experiences employees have developed as members of different cultural groups are seen as potential valuable resources that the work group can utilize), the access-and-legitimacy perspective (i.e., focuses on the benefit that a diverse workforce can bring to the organization such that it allows gaining access to and legitimacy to those diverse markets and constituent groups), and the discrimination-and-fairness perspective (i.e., a moral imperative to ensure that fair treatment and justice is bestowed to all members of society).

Of the three different perspectives, Ely and Thomas (2001) found work groups with an integration-and-learning perspective had higher group functioning, such that work groups that viewed diversity in their group as a resource for learning and adaptive change were able to gain cross-cultural learning, which in turn enhanced the overall group's work level. Specifically, the researchers argued that this perspective encouraged group members to openly discuss their different viewpoints because differences were valued as

an opportunity for learning, which resulted in employees feeling valued and respected. Thus, the employees' positive perceptions of their diverse work climate allowed for opportunities for cross-cultural learning, which in turn led to enhanced group work.

Although research has provided evidence of positive relationships between diversity climate perceptions and workplace and individual outcomes, other researchers have argued that when employees perceive their organization as unsupportive towards its diverse workers, negative outcomes may occur, such as lowered job satisfaction (Buttner, Lowe, & Billings-Harris, 2010), increased intergroup conflict (Jehn, Bezrukova, & Thatcher, 2008), and higher turnover (McKay et al., 2007). Research examining the faultline theory of conflict and diversity helps to support this argument (Chrobot-Mason & Aramovich, 2013). The faultline theory suggests that the differences in demographics among individuals result in subgroups or coalitions, which is likely to increase the salience of in-group/out-group differences, and this causes further polarization, competition, and conflict between subgroups (Lau & Murnighan, 2005). Therefore, when employees perceive their company's diversity climate as unfair or biased towards certain groups over others, demographic differences become more salient and faultlines are opened, thus exposing the organization to negative outcomes (Jehn & Bezrukova, 2010).

A review of the diversity literature suggests that the concept of diversity climate is complex and mixed (Herdman & McMillan-Capehart, 2010) and additional research is needed on the different outcomes of diversity climate perceptions. Specifically, behavioral outcomes, such as organizational citizenship behavior (OCB), have not been largely examined as a consequence of diversity climate perceptions. Chrobot-Mason and

Aramovich (2013) called for further research, as they argued that an affirming climate for diversity might influence certain employee behavioral or attitudinal outcomes, such as OCB. Furthermore, McKay and Avery (2015) note that studies on diversity climate have primarily focused on employee attitudes and neglected to examine behavioral and other outcomes. Therefore, this study examines organizational citizenship behavior and work engagement as additional outcomes of perceived diversity climate.

### **Organizational Citizenship Behavior (OCB)**

OCB is defined as employees' actions that support the broader social and psychological environment in which tasks are carried out in the organization (Organ, 1997). OCB is also commonly described as behaviors that often go above and beyond an employee's job role/description and include such behaviors as helping others, doing additional responsibilities, and putting in extra hours (Bolino, Klotz, Turnley, & Harvey, 2013).

OCB is an important concept to explore as research has shown that it is associated with positive individual and organizational outcomes (Bolino et al., 2013). For example, a meta-analysis by Podsakoff, Whiting, Podsakoff, and Blume (2009) showed that at the individual-level, OCB was positively related to ratings of employee performance and reward allocation recommendations and negatively related to turnover intentions, actual turnover, and absenteeism. At the unit or organizational level, OCB was positively related to a number of organizational effectiveness measures (e.g., productivity, efficiency, profitability) and customer satisfaction, while negatively related to costs and unit-level turnover (Podsakoff et al., 2009).

As interest in OCB has grown over the years, research has focused on the predictors of OCB. Early research primarily concentrated on employee attitudes, dispositions, and leader supportiveness as antecedents of OCB (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). For example, Organ and Ryan (1995) found a positive relationship between perceptions of fairness and OCB, suggesting that employees who perceived their organization to be fair to their members were more likely to engage in OCB. Furthermore, perceived organizational support (POS), defined as employees' "beliefs concerning the extent to which the organization values their contribution and cares about their well-being" (Eisenberger, Huntington, Hutchison, & Sowa, 1986, p. 501), was also found to be positively related to OCB such that higher POS elicited more behavior specifically intended to help the organization (Kurtessis et al., 2017). These findings indicate that when employees have positive perceptions of organizational support, they are likely to engage in helpful behaviors that are beyond their normal job description.

I argue that diversity climate perceptions are positively related to OCB. This is because as mentioned earlier, diversity climate perceptions are defined as the extent to which all employees view their workplace to have fair and equal opportunities and are inclusive and appreciative of all individuals from all cultural socio-demographic backgrounds. This definition indicates fair treatment and valuation of employees. Perceived fairness is similar to diversity climate perceptions because the concept of diversity climate perceptions is partly explained by the degree to which individuals perceive their organization to foster a workplace that is fair to all members (i.e., perceived fairness). Additionally, POS is similar to diversity climate perceptions in that



both concepts are concerned with how individuals view their organization to value and care about its members. Therefore, based on this argument, I would expect diversity climate perceptions to be positively related to OCB.

Although diversity climate perceptions seem to be positively related to OCB, the relationship has seldom been studied. One exception to this is a study by Hsiao, Auld, and Ma (2015) who examined the relationship between perceived organizational diversity and OCB among hotel employees in Taiwan. Results showed that perceived organizational diversity was not related to OCB. However, these researchers did not measure diversity climate perceptions and instead measured the extent to which organizations had a high level of ethnic composition. Thus, it is still not known whether positive diversity climate perceptions are related to more OCB. Therefore, this study focused on examining the relationship between diversity climate perceptions and OCB and the following hypothesis was tested:

*Hypothesis 1:* Diversity climate perceptions will be positively related to OCB.

### **Work Engagement**

Kahn (1990) initially introduced and conceptualized the idea of engagement at work as the “harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance” (p. 694). Schaufeli, Salanova, González-Romá, and Bakker (2002) also defined work engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (p. 74). Vigor is defined as high levels of energy and mental resilience when one is working. Dedication entails having a

strong sense of psychological identification and interest in one's job. Absorption is defined as having full concentration and engrossment in one's work. Therefore, engaged workers are often characterized as those who are physically involved, cognitively vigilant, and emotionally connected when performing their job (Bakker, Demerouti, & Sanz-Vegal, 2014).

Examination of the literature demonstrates that work engagement is an important concept to understand as it predicts various outcomes for both organizations and individual employees (Bakker et al., 2014). For example, work engagement has been found to be related to a number of organizational outcomes, such as lower employee turnover, higher organizational commitment, and higher financial performance (Roberts & Davenport, 2002). Similarly, Harter, Schmidt, and Hayes (2002) found work engagement to be positively related to customer satisfaction, sales growth, and profitability, such that businesses with engaged employees had higher customer satisfaction, lower turnover rates, increased productivity, and higher profits. These results indicate that businesses with engaged employees are more likely to reap positive outcomes such as more satisfied customers and lower attrition counts, which in turn will likely benefit the company overall.

Research has also demonstrated a positive relationship between work engagement and individual-level outcomes such as higher performance, stronger commitment, better individual health, and an increase in positive emotions (e.g., Bakker & Demerouti, 2008; Halbesleben, 2010; Schaufeli & Van Rhenen, 2006; Seppälä et al., 2012). For example, Schaufeli and Van Rhenen (2006) found that managers who were engaged with their

work experienced more positive emotions, such as feeling inspired, energized, cheerful, and enthusiastic. Furthermore, Bakker, Demerouti, and Sanz-Vergel (2014) suggested that engaged employees were more receptive to discovering new ideas of thought or action, which resulted in higher active learning and proactive behaviors. Sonnentag (2003) also argued that employees who were dedicated and enthusiastic about their jobs were more likely to perform proactive behaviors in order to maintain and improve their positive work situations. Specifically, the researcher found that daily work engagement was a predictor of daily personal initiative and daily pursuit of learning. In their study on work engagement and performance, Christian, Garza, and Slaughter (2011) found that work engagement predicted both in-role and extra-role performance (i.e., OCB), indicating that engaged employees were more likely to have higher performance in their job role and perform tasks that went beyond their job descriptions.

Because engagement at work has been demonstrated to result in important outcomes for both individuals and organizations, researchers have focused on identifying and examining predictors of work engagement. For example, job resources, defined as aspects of the job that aid in achieving work goals, reduced job demands, or foster personal growth (Bakker et al., 2014), have been studied as predictors of work engagement (Bakker et al., 2014; Christian et al., 2011; Halbesleben 2010; Schaufeli & Bakker, 2004). Additionally, in a meta-analysis by Halbesleben (2010), the researchers examined the relationship between job resources (i.e., social support, autonomy/control, feedback, organizational climate, self-efficacy, and optimism) and work engagement, and found that these job resources were positively related to overall work engagement and/or its

dimensions (vigor, dedication, absorption), indicating that the more available these job resources were for employees, the more likely employees were engaged in their work.

The concept of organizational climate, although not specifically included in Halbesleben's (2010) meta-analysis, is a critical concept within this vein of research and has been defined as "a set of shared perceptions regarding the policies, practices, and procedures that an organization rewards, supports, and expects" (Kuenzi & Schminke, 2009, p. 637). In other words, organizational climate represents the overall shared perceptions among employees in regard to their interpretations of their organization's work environment.

The concept of organizational climate is relatively similar to the concept of diversity climate perceptions, and thereby relates to the main focus of the present study. That is, both concepts are generally concerned with the notion of employees' perceptions of their organization's efforts to create a positive work environment for its employees. Therefore, Halbesleben's (2010) meta-analysis provides some evidence for the argument that employees' perceptions of their organization's work climate is related to their level of work engagement, such that employees who perceive their organization to promote a positive work climate for its employees are more likely to be engaged with their work.

In a similar vein as social support, researchers have also examined perceived organizational support (POS) as a predictor of work engagement (e.g., Brunetto et al., 2013; Gupta, Agarwal, & Khatri, 2016; Saks, 2006; Zacher & Winter, 2011). For example, Saks (2006) found POS was a significant predictor of both job engagement (i.e., the extent to which an individual is engaged in their job or work-related tasks) and

organization engagement (i.e., the extent to which “employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization”, p. 603), suggesting that when employees believe their organization values its members’ contributions and cares about their overall well-being, this results in higher engagement in both the job and the organization. Additionally, and in more recent research, Gupta et al. (2016) found a positive relationship between POS and work engagement, thereby providing further evidence that employees’ perceptions of a supportive and caring workplace are important factors for organizations to consider, as such perceptions will likely predict an employee’s level of work engagement.

I argue that diversity climate perceptions are also positively related to work engagement. The definition of diversity climate perceptions provided earlier represents employees’ perceptions of their organization’s efforts to generate a fair and inclusive climate. Diversity climate perceptions are similar to organizational climate because both concepts are generally concerned with individuals’ perceptions of their organization’s work environment. Although there is little to no research examining the direct relationship between perceived diversity climate perceptions and work engagement, there is indirect evidence showing organizational climate to be positively related to engagement, as demonstrated in Halbesleben’s (2010) meta-analysis. Additionally, research has demonstrated a relationship between POS and work engagement (Gupta et al., 2016). I argue that organizational climate and POS are related to work engagement in the same way that POS is related to OCB, such that when employees perceive that their organization demonstrates support and value toward its members, they are likely to be

engaged with their work. Thus, based on this argument, I expected diversity climate perceptions to be positively related to work engagement and the following hypothesis was tested:

*Hypothesis 2:* Diversity climate perceptions will be positively related to work engagement.

### **Mediators of Diversity Climate Perceptions and Positive Outcomes**

As diversity within the workplace becomes inevitable, studies have continued to examine the relationship between diversity climate perceptions and workplace outcomes. However, research has neglected to look at underlying mechanisms as to why diversity climate perceptions lead to certain positive outcomes. That is, researchers have seldom examined mediators of the relationship between diversity climate perceptions and outcomes at both the individual and organizational level.

Although there is an overall lack of research within this area of focus, some studies have examined potential mediators of diversity climate perceptions and positive outcomes. For example, Chrobot-Mason and Aramovich (2013) studied whether the relationship between an affirming climate for diversity and turnover intentions would be mediated by four psychological outcome variables: identity freedom (i.e., the degree to which employees feel free to express themselves at work), psychological empowerment (i.e., the perceptions of employees in which they feel empowered), climate for innovation (i.e., the extent to which employees perceive their organizations to cultivate a climate where innovation and creativity are valued), and organizational identification (i.e., the extent to which employees identify with and are involved in the company). Results

showed all four psychological outcomes fully mediated the relationship between diversity climate perceptions and turnover intentions (Chrobot-Mason & Aramovich, 2013), indicating that when employees perceived that their work environment provided them with equal access to opportunities and fair treatment, they felt free to express their identity at work, were psychologically empowered within their work, felt more encouraged to create new ideas, and were able to identify with the company, all of which in turn led to lower intentions to leave the company.

Boehm et al. (2014) also examined workgroup discrimination as a potential mediator of the relationship between perceptions of diversity climate and workgroup performance. Workgroup discrimination is defined as unjust negative actions that undermine the equal treatment of all individuals and all groups (Boehm et al., 2014). The researchers found the relationship between diversity climate perceptions and workgroup performance to be mediated by workgroup discrimination (Boehm et al., 2014). In other words, their findings showed that when workgroups perceived that their organization was more inclusive and accepting of its members, employees were less likely to display harmful behaviors (i.e., discrimination) towards their co-workers, which then led to better workgroup performance.

A review of the literature demonstrates that only a handful of empirical studies have examined mediators of the relationship between diversity climate perceptions and individual and organizational outcomes (e.g., Boehm et al., 2014; Chrobot-Mason & Aramovich, 2013). I argue that additional research is needed within this area of focus in order to better understand how the effects of diversity climate perceptions on varying

outcomes can occur. Specifically, given that the concept of diversity climate perceptions is conceptualized by the notion of how an employee sees or perceives their organization to foster a diverse work climate, it is imperative for research to understand if these perceptions are inherently influenced by the organization's current procedures and policies that are in place. That is, if the components or characteristics (e.g., policies, procedures, processes) of an organization convey acts of fairness and inclusivity to its members, employees may then believe that their organization truly cares about and values their overall well-being, which could cause employees to perceive their company to truly foster a diverse work climate, which in turn, may lead to positive employee outcomes. Therefore, this study proposes that organizational justice also acts as a mediator.

### **Overall Organizational Justice**

Greenberg (1987) first termed the concept of organizational justice and defined it as employees' perceptions of fairness in organizations. Organizational justice consists of four components: distributive, procedural, informational, and interpersonal. Distributive justice is defined as the perceived fairness of the outcomes an individual receives from a social exchange (Cropanzano, Bowen, & Gililand, 2007). Procedural justice is defined as the perceived fairness of formal processes and policies used when coming to a decision (Colquitt, Conlon, Wesson, Porter, & Ng, 2001). Informational justice is defined as the extent in which managers are truthful and give adequate justifications when executing procedures or determining outcomes (Colquitt et al., 2001; Cropanzano et al., 2007).



Finally, interpersonal justice is defined as the degree to which employees are treated with respect, politeness, and dignity by those in authority positions (Colquitt et al., 2001).

The main focus of organizational justice research has been on how each of its components independently are related to certain individual behaviors and attitudes (Ambrose & Schminke, 2009). However, more recently, researchers (e.g., Ambrose & Schminke, 2009) have posited that the focus on the different types of justice may not provide a complete or accurate picture of a person's justice experience. Therefore, some researchers (e.g., Ambrose & Arnaud, 2005; Hauenstein, McGonigle, & Flinder, 2001; Lind & van den Bos, 2002; Törnblom & Vermunt, 1999) have suggested that a shift in focus on examining the effects of overall justice be considered, as this may provide a more comprehensive understanding of how justice is experienced within organizations. For example, Ambrose and Schminke (2009) examined whether overall justice judgments mediated the effects of specific justice components (i.e., distributive, procedural, and interactional) on employee behavioral and attitudinal outcomes and found that these three justice components all contributed to overall justice, which was then related to job satisfaction, commitment, and turn over intentions.

In addition to their research findings, Ambrose and Schminke (2009) articulated three benefits an overall justice construct provided over the specific individual justice components. First, overall justice offers a more accurate representation of an individual's actual justice experience relative to separate justice components. That is, the mediation effect of overall justice suggests that perceptions of distributive, procedural, and interactional justice are all components of overall justice, thus indicating that using an

overall justice construct provides a more complete view of an individual's justice experience. Second, a focus on overall justice provides researchers the ability to evaluate the total impact justice has relative to other contextual variables (e.g., organizational structure) that may also impact work attitudes and behaviors. The use of specific justice components offers only a partial and incomplete view of the effect of one's overall justice judgment. Lastly, the use of an overall justice construct provides a more parsimonious approach to theorize the effects of justice at the workplace. This is because researchers often make identical predictions on the effects of the three different justice components.

Thus, given these arguments, this study focused on overall justice, rather than specific components of justice, and examined overall organizational justice as a mediator of the relationship between diversity climate perceptions and OCB and work engagement. I argued that overall organizational justice would act as a mediator of the relationship between diversity climate perceptions and OCB and work engagement. As noted earlier, the overarching definition of overall organizational justice includes the concepts of fair treatment and respect towards employees. Therefore, if employees believe their organization promotes a workplace that is inclusive and fair to its members, they are likely to believe their organization has fair procedures or policies in place, treats them with respect and dignity, and provides accurate information, which in turn leads them to experience more engagement with their work and display behaviors that go and above the call of duty. The present study tested the following hypotheses:

*Hypothesis 3a:* Overall organizational justice will mediate the relationship between diversity climate perceptions and OCB.

*Hypothesis 3b:* Overall organizational justice will mediate the relationship between diversity climate perceptions and work engagement.

### **The Present Study**

As diversity in the workplace is becoming inevitable and demography among employees is continuing to be ever-changing, understanding the impact of diversity climate perceptions and its underlying mechanism on workplace outcomes has become more important than ever. The main purposes of this study were to expand literature by examining OCB and work engagement as additional outcomes of perceived diversity climates and investigate overall organizational justice as a potential mediator of the relationship between diversity climate perceptions and OCB and work engagement.

Research has posited that additional research is needed within the area of diversity climate perceptions, so that practitioners and scholars alike are better informed about various conditions that influence how individuals of organizations view workplace diversity climates (McKay & Avery, 2015). Additionally, as mentioned previously, researchers have argued that studies have primarily focused on employees' attitudinal outcomes and have neglected to examine behavioral outcomes (McKay & Avery, 2015), and therefore behavioral outcomes such as OCB should be further explored (Chrobot-Mason & Aramovich, 2013). Furthermore, a number of studies have focused on the impact of different moderators on the relationship between diversity climate perceptions and various outcomes; however, the effects of mediators on such a relationship have seldom been explored. Thus, this study contributed to the literature by examining overall organizational justice as an underlying mechanism or mediator of the relationship

between diversity climate perceptions and OCB and work engagement. That is, overall organizational justice will help to explain why individuals perceive their organization's diversity climate in a certain way (positively or negatively), which in turn, will affect the degree to which such individuals partake in OCB and their overall level of work engagement.

## Method

### Participants

A total of 319 participants responded to an online survey. Participants were drawn from my professional and personal networks (e.g., LinkedIn, Facebook) as well as the extended networks of the participants. Criteria for excluding participants were that participants (a) had a substantial amount of incomplete data, (b) were unemployed or self-employed at the time of data collection, and/or (c) had fewer than 3 months of tenure at their current organization. Thus, the final sample consisted of 230 participants.

The demographic characteristics of the participants are presented in Table 1. The sample consisted of 73.9% ( $n = 170$ ) women and 26.1% ( $n = 60$ ) men. Most participants identified as White (67.8%,  $n = 156$ ), followed by Hispanic of any race (10.0 %,  $n = 23$ ), and Asian (9.6%,  $n = 22$ ). Participants' ages ranged from 18 years to 64 years of age, with the majority of the respondents' being under the age of 45 years old (74.3%,  $n = 171$ ).

The majority of the participants (73.0%,  $n = 168$ ) reported working 40 hours or more per week at their current job. Organizational tenure ranged from 3 months to more than 14 years, with 40% ( $n = 92$ ) of the participants reporting being with their current company for 2 to 5 years, followed by 23.5% ( $n = 54$ ) of the participants reporting a shorter tenure of 7 months to 1 year. Regarding employment by industry, healthcare/pharmaceutical had the largest number of participants (38.7%,  $n = 80$ ), followed by Other (17.8%,  $n = 41$ ), and computer software/electronics (17.4%,  $n = 40$ ).

Table 1

*Demographic Characteristics of Participants*

Variable	<i>n</i>	%
Gender		
Female	170	73.9
Male	60	26.1
Ethnicity/Race		
Hispanic of any race	23	10.0
Asian	22	9.6
Black/African American	6	2.6
White	156	67.8
Two or more races	18	7.8
Other	5	2.2
Age		
18–24 years	44	19.1
25–34 years	80	34.8
35–44 years	47	20.4
45–54 years	40	17.4
55–64 years	19	8.3
Employment Status		
Working 40+ hours a week	168	73.0
Working 1–39 hours a week	62	27.0
Tenure		
3 months–6 months	21	9.1
7 months–1 year	54	23.5
2 years–5 years	92	40.0
6 years–9 years	27	11.7
10 years–13 years	14	6.1
14+ years	22	9.6
Industry		
Computer Software/Electronics	40	17.4
Education	21	9.1
Healthcare/Pharmaceutical	89	38.7
Other	80	34.8

Note. *N* = 230.

## Measures

**Diversity climate perceptions.** Diversity climate perceptions are commonly defined as individuals' perceptions of their organization's efforts to foster and maintain a diverse, inclusive, and fair workplace for its members (Chrobot-Mason & Aramovich, 2013; Gelfand et al., 2005; McKay et al., 2008). Diversity climate perceptions were measured utilizing the Perceived Organizational Diversity Scale (Pugh, Brief, & Wiley, 2008). The Perceived Organizational Diversity Scale is a four-item scale examining individuals' overall perceptions of their organization's diversity climate. The original scale items were slightly modified to better suit the current study. The items were rated on a 7-point Likert scale (1 = *Strongly Disagree*, 7 = *Strongly Agree*). Sample items included "My company makes it easy for employees with diverse backgrounds to fit in" and "At my company, managers demonstrate through their actions that they want to hire and retain a diverse workforce." The participants' responses were averaged to create a single diversity climate perception score ranging from 1.00 to 7.00 for which higher scores indicated more positive perceptions of an organization's diversity climate. Cronbach's alpha was computed to measure the internal consistency of the scale items. The scale demonstrated high reliability ( $\alpha = .83$ ).

**Overall organizational justice.** Because overall organizational justice is commonly argued as a more accurate representation of an individual's actual justice experience relative to the four individual justice components (see Ambrose & Schminke, 2009), the present study examined overall organizational justice. It was measured using the Perceived Organizational Justice Scale (Ambrose & Schminke, 2009). The Perceived

Organizational Justice Scale is a six-item scale that consists of two components. The first three items on the scale assess individuals' personal fairness or justice experiences (i.e., how one is personally treated). The last three items on the scale assess the general fairness of the organization (i.e., how all groups are treated). The original items of the scale were slightly modified to better suit the current study. The items were rated on a 7-point Likert scale (1 = *Strongly Disagree*, 7 = *Strongly Agree*). Sample items included "Overall, I am treated fairly by my company" and "My company treats its employees fairly." Two of the six items on the scale were reverse coded. The participants' responses were averaged to create a single overall organizational justice score ranging from 1.00 to 7.00 for which higher scores indicated greater perceptions of overall fairness. Cronbach's alpha was computed to measure the internal consistency of the scale items. The scale demonstrated high reliability ( $\alpha = .92$ ).

**Organizational citizenship behavior.** Organizational citizenship behavior (OCB) is defined as extra role behavior or actions that go above and beyond an individual's normal job role and description (Bolino et al., 2013). OCB was measured using the 10-item short version of the Organizational Citizenship Behavior Checklist (OCB-C) which consists of 20 items (Spector, Bauer, & Fox, 2010). This short version assesses the frequency of citizenship behavior in the workplace (Spector et al., 2010). The items on the scale were slightly modified to better suit the current study. The items were rated on a 6-point Likert scale (1 = *Never*, 6 = *Always*). Sample items included "Took time to advise, coach, or mentor a co-worker" and "Helped co-workers learn new skills." The participants' responses were averaged to create a single OCB score ranging from 1.00 to 6.00 for which



higher scores indicated higher frequencies in displaying OCB. Cronbach's alpha was computed to measure the internal consistency of the scale items. The scale demonstrated high reliability ( $\alpha = .87$ ).

**Work engagement.** Work engagement is defined as a positive work-related state of mind distinguished by dimensions of vigor, dedication, and absorption (Schaufeli et al., 2002). That is, engaged employees are often characterized as those who embody physical involvement, cognitive vigilance, and emotional connectedness when performing their job (Bakker et al., 2014). Work engagement was measured using the Utrecht Work Engagement Scale-9 (UWES-9; Schaufeli, Bakker, & Salanova, 2006). This scale is a shortened version of the researchers' original 17-item Work and Well-being Survey (UWES), where the items are grouped into three subscales that reflect the underlying dimensions of engagement: vigor, dedication, and absorption. The UWES-9 is a nine-item scale that measures level of work engagement through the three subscales of vigor, dedication, and absorption. Schaufeli et al. (2006) suggested researchers to consider using the UWES-9 total score as an indicator of work engagement due to findings of high internal consistency among the sum of the nine items; high correlations among vigor, dedication, and absorption; and reasonable goodness of fit indices for the one factor model in comparison to the three-factor model.

The items on the scale were slightly modified to better suit the current study. The items were rated on a 6-point Likert scale (1 = *Never*, 6 = *Always*). Sample items included "When I am at work, I have a lot of energy" and "When I get up in the morning, I am excited to go to work." With respect to Schaufeli et al. (2006) recommendations,

participants' responses were averaged to create a single work engagement score ranging from 1.00 to 6.00 for which higher scores indicated higher levels of engagement at work. Cronbach's alpha was computed to measure the internal consistency of the scale items. The scale demonstrated high reliability ( $\alpha = .86$ ).

**Demographic information.** Participants responded to six questions regarding their demographic backgrounds. The items included gender, ethnicity/race, age, current employment status, organizational tenure, and employment by industry.

### **Procedure**

An online survey was created, and data were collected using the online survey platform Qualtrics. Participants were informed of the study through my social and professional platforms (i.e., Facebook, LinkedIn, Slack). An anonymous link to the survey, a short description of the study, and the information on the anonymity and confidentiality of survey responses were shared with participants. Participants were also encouraged to share the survey link with their extended networks.

If participants chose to partake in the study, they clicked on the anonymous link which then directed them to the consent page of the survey. The consent page informed participants of the purpose of the study, procedures to be followed, potential risks and benefits, confidentiality, their rights as participants, and the appropriate point of contact if they had any questions, concerns, or complaints regarding the research study. Participants who consented to the study were then taken to the survey and asked questions pertaining to their demographics, OCB, work engagement, overall organizational justice, and diversity climate perceptions. Instructions were displayed at the top of each page to

inform participants of the types of questions that would be asked. At the end of the survey, participants were thanked for their time and participation. Participants who did not consent to the study or reported themselves as currently unemployed were directly taken to the end of the survey and thanked for their time and participation. Data were analyzed using the Statistical Package for the Social Sciences (SPSS) software program Version 26.

## Results

### Descriptive Statistics

The means and standard deviations of the measured variables are presented in Table 2. Respondents' diversity climate perceptions were moderately high, indicating they perceived their organization valued a diversified workplace ( $M = 5.61$ ,  $SD = 1.05$ ). Participants also reported moderately high levels of overall organizational justice, suggesting they believed their organization treated their employees and themselves fairly ( $M = 5.42$ ,  $SD = 1.21$ ). Participants reported moderately high levels of work engagement, indicating participants often felt energetic, vigorous, and enthusiastic during work performance ( $M = 4.04$ ,  $SD = .73$ ). Participants also reported moderate levels of participation in OCB, suggesting they often completed tasks that were above and beyond their normal job description ( $M = 3.87$ ,  $SD = .87$ ).

Table 2

*Descriptive Statistics and Pearson Correlations Among Variables (N = 230)*

Variable	<i>M</i>	<i>SD</i>	1	2	3	4
1. Diversity Climate Perceptions	5.61	1.05	(.83)			
2. Overall Organizational Justice	5.42	1.21	.56 **	(.92)		
3. Work Engagement	4.04	.73	.24 **	.20 **	(.86)	
4. Organizational Citizenship Behavior	3.87	.87	.11	.02	.49 **	(.87)

*Note.* \* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$

Reliability coefficients (Cronbach's alpha) are in parentheses along the diagonal.

## Pearson Correlations

Pearson correlations were computed to examine the strength of the relationships among the measured variables. Results of the Pearson correlations are presented in Table 2. Specifically, diversity climate perceptions had a significant, strong positive relationship with overall organizational justice,  $r(228) = .56, p < .01$ , suggesting that participants with more positive perceptions of their organization's efforts to create a diverse workplace also perceived greater fairness within their organization. Diversity climate perceptions had a significant, moderate positive relationship with work engagement,  $r(228) = .24, p < .01$ , suggesting that the more participants perceived their organization to promote an inclusive and diverse work environment, the more likely they were to experience increased levels of physical involvement, cognitive vigilance, and emotional connectedness when performing their job. Diversity climate perceptions were not related to the display of OCB,  $r(228) = .11, p > .05$ .

Overall organizational justice had a significant, weak positive relationship with work engagement,  $r(228) = .20, p < .01$ , suggesting that greater perceptions of fair treatment of one's organization were related to higher levels of engagement at work. However, overall organizational justice was not related to the display of OCB,  $r(228) = .02, p > .05$ . Finally, work engagement and OCB had a significant and strong positive relationship,  $r(228) = .49, p < .01$ , suggesting that the more participants felt energetic, vigorous, and enthusiastic with their work, the more likely they were to display behaviors that were helpful or outside of their normal job responsibility.

## Tests of Hypotheses

Pearson correlations were computed to test Hypotheses 1 and 2. Hypothesis 1 stated that diversity climate perceptions would be positively related to OCB. Results showed that diversity climate perceptions were not significantly related to OCB,  $r(228) = .11, p > .05$ . This indicated that the extent of individuals' positive or negative perceptions regarding their organization's efforts to maintain a climate for diversity were not related to the frequency in which individuals displayed extra-role behaviors in the workplace. Thus, Hypothesis 1 was not supported.

Hypothesis 2 stated that diversity climate perceptions would be positively related to work engagement. Results showed that diversity climate perceptions were positively related to work engagement,  $r(228) = .24, p < .01$ . This indicated that individuals who perceived their organization as cultivating a work environment that was diverse and inclusive to its members were more likely to experience increased levels of energy, vigor, and enthusiasm when performing their job. Thus, Hypothesis 2 was supported.

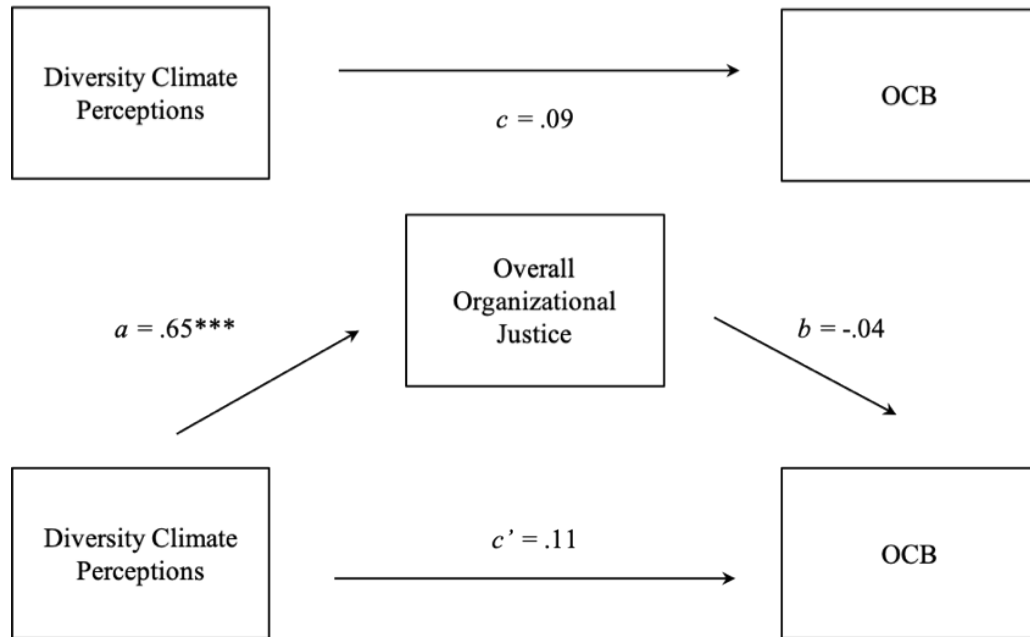
To test for Hypotheses 3a and 3b, two simple mediation analyses were conducted using the SPSS macro PROCESS (Hayes, 2014). This mediation model uses an ordinary least squares regression path analysis to determine the direct and indirect effects of a variable on the outcome (Hayes, 2014). Additionally, bootstrapping was used to calculate 95% bias-corrected confidence intervals (CI) to assess the significance of the indirect effect, as this method has been argued to have higher statistical power and better inferential testing than other types of mediation approaches (e.g., the Baron and Kenny method and the Sobel test; Hayes, 2014). An indirect effect is significant if zero (0) is not

contained in the confidence interval (Hayes, 2014). Following Hayes' (2014) recommendation, the bootstrap estimates were based on 10,000 bootstrap samples.

Hypothesis 3a stated that overall organizational justice would mediate the relationship between diversity climate perceptions and OCB. Results of the analysis are shown in Figure 1 and the unstandardized coefficients ( $b$ ), standard errors (SE),  $t$  values, and 95% confidence interval (CI) are listed in Table 3. Diversity climate perceptions were not related to OCB (path  $c$ :  $b = .09$ ,  $t = 1.61$ ,  $p > .05$ ). Diversity climate perceptions were significantly related to overall organizational justice (path  $a$ :  $b = .65$ ,  $t = 10.28$ ,  $p < .001$ ). Overall organizational justice was not related to OCB after controlling for diversity climate perceptions (path  $b$ :  $b = -.04$ ,  $t = -.71$ ,  $p > .05$ ). Regarding the indirect effect of overall organizational justice, results showed that the bias-corrected bootstrap CI contained zero (path  $ab$ :  $b = -.03$ , 95% CI =  $-.11$  to  $.05$ ), suggesting a non-significant indirect effect. Diversity climate perceptions and overall organizational justice explained 1.35% of the variance in OCB. Diversity climate perceptions were not related to OCB, after controlling for overall organizational justice (path  $c'$ :  $b = .11$ ,  $t = 1.73$ ,  $p > .05$ ).

These results showed that diversity climate perceptions were positively related to only overall organizational justice, and that overall organizational justice was not uniquely related to OCB. Therefore, individuals who perceived their organization to promote inclusivity in the workplace were more likely to believe their organization was fair and respectful to its employees. However, whether these individuals positively or negatively believed that their organization treated its employees fairly were not related to the frequency of their engagement in extra role behaviors. The overall findings indicated

that overall organizational justice was not a mediator of the relationship between diversity climate perceptions and OCB. Thus, Hypothesis 3a was not supported.



*Figure 1.* Overall organizational justice as the mediator of the relationship between diversity climate perceptions and OCB.

\*\*\*  $p < .001$



Table 3

*A Relationship Between Diversity Climate Perceptions and OCB as Mediated by Overall Organizational Justice*

Variable	<i>b</i> ( <i>SE</i> )	<i>t</i>	95 % CI	
			<i>LL</i>	<i>UL</i>
DCP–OCB ( <i>c</i> )	.09(.05)	1.61	-.02	.19
DCP–OJ ( <i>a</i> )	.65(.06)	10.28***	.52	.77
OJ–OCB ( <i>b</i> )	-.04(.06)	-.71	-.15	.07
DCP–OCB ( <i>c'</i> )	.11(.07)	1.73	-.02	.24
<b>Indirect Effect</b>				
DCP–OJ–OCB ( <i>ab</i> )	-.03(.04)		-.11	.05

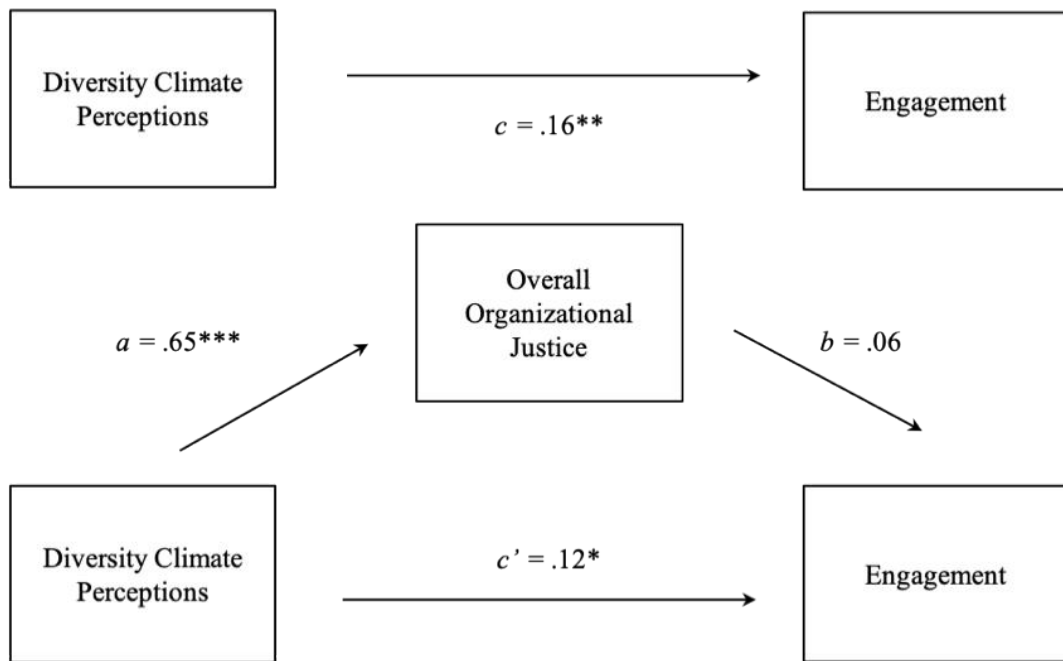
*Note.* *N* = 230. This table shows the path coefficients and indirect effect for the relationship between diversity climate perceptions (DCP) and OCB as mediated by overall organizational justice (OJ). *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

\*\*\**p* < .001

Hypothesis 3b stated that overall organizational justice would mediate the relationship between diversity climate perceptions and work engagement. Results of the analysis are shown in Figure 2 and the unstandardized coefficients, standard errors, *t* values, and 95% CI are listed in Table 4. Results showed that diversity climate perceptions were significantly related to work engagement (path *c*: *b* = .16, *t* = 3.69, *p* < .01). Diversity climate perceptions were also significantly related to overall organizational justice (path *a*: *b* = .65, *t* = 10.28, *p* < .001). Overall organizational justice was not related to work engagement after controlling for diversity climate perceptions

(path  $b$ :  $b = .06$ ,  $t = 1.31$ ,  $p > .05$ ). Regarding the indirect effect of overall organizational justice, results showed that the bias-corrected bootstrap CI contained zero (path  $ab$ :  $b = .04$ , 95% CI =  $-.04$  to  $.11$ ), suggesting a non-significant indirect effect. Diversity climate perceptions and overall organizational justice explained 6.35% of the variance in work engagement. Diversity climate perceptions were significantly related to work engagement, after controlling for overall organizational justice (path  $c'$ :  $b = .12$   $t = 2.32$ ,  $p < .05$ ).

These results showed that diversity climate perceptions were positively related to overall organizational justice and work engagement, but overall organizational justice was not uniquely related to work engagement. Therefore, employees who positively perceived their organization's climate for diversity were more likely to believe their organization treated its employees fairly and were more likely to be engaged with their work, respectively. However, these individuals' perceptions of overall organizational justice were not related to their degree of engagement at work. These findings indicated that overall organizational justice was not a mediator of the relationship between diversity climate perceptions and work engagement. Thus, Hypothesis 3b was not supported.



*Figure 2.* Overall organizational justice as the mediator of the relationship between diversity climate perceptions and work engagement.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$

Table 4  
*A Relationship Between Diversity Climate Perceptions  
and Work Engagement as Mediated by Overall Organizational Justice*

Variable	<i>b</i> ( <i>SE</i> )	<i>t</i>	95 % CI	
			<i>LL</i>	<i>UL</i>
DCP–Engagement ( <i>c</i> )	.16(.04)	3.69**	.08	.25
DCP–OJ ( <i>a</i> )	.65(.06)	10.28***	.52	.77
OJ–Engagement ( <i>b</i> )	.06(.05)	1.31	-.03	.15
DCP–Engagement ( <i>c</i> ')	.12(.05)	2.32*	.02	.23
<b>Indirect Effect</b>				
DCP–OJ–Engagement ( <i>ab</i> )	.04(.04)		-.04	.11

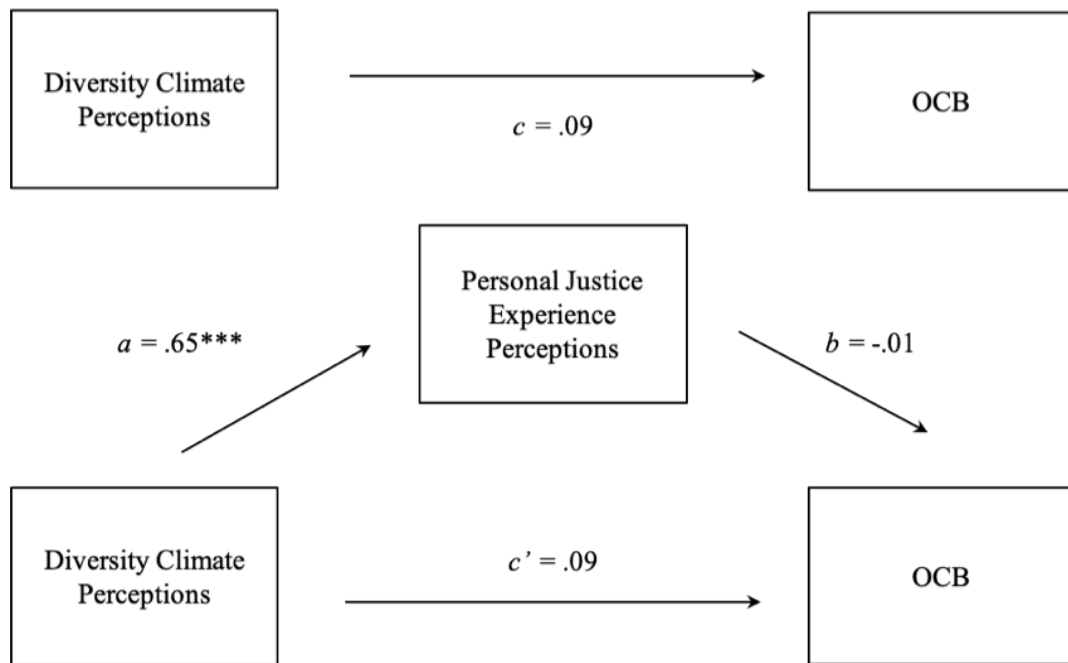
*Note.* *N* = 230. This table shows the path coefficients and indirect effect for the relationship between diversity climate perceptions (DCP) and work engagement as mediated by overall organizational justice (OJ). *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

\**p* < .05. \*\**p* < .01. \*\*\**p* < .001

### **Additional Analyses**

As previously noted, the construct of overall organizational justice consists of two components: perceptions of fairness in how one is personally treated and perceptions of fairness in treatment of others (Ambrose & Schminke, 2009). Because overall organizational justice did not act as a mediator of the relationship between diversity climate perceptions and OCB and work engagement, I examined if one of these components of overall justice components could act as a mediator of the relationship between diversity climate perceptions and OCB and work engagement, and conducted further mediation analyses.

The first two analyses examined personal justice experience perceptions as a mediator. Results of the analysis for the outcome variable OCB are shown in Figure 3 and the unstandardized coefficients, standard errors,  $t$  values, and 95% CI are listed in Table 5. Diversity climate perceptions were not related to OCB (path  $c$ :  $b = .09, p > .05$ ). Diversity climate perceptions were significantly related to the personal justice experience perceptions (path  $a$ :  $b = .65, p < .001$ ), indicating that when employees perceived their organization valued diversity in the workplace, they were more likely to have positive beliefs of personal fair treatment by their organization. Personal justice experience perceptions were not related to OCB, after controlling for diversity climate perceptions (path  $b$ :  $b = -.01, p > .05$ ). With respect to the significance of the indirect effect, results showed that the bias-corrected bootstrap CI contained zero (path  $ab$ :  $b = -.01, 95\% \text{ CI} = -.08 \text{ to } .07$ ), indicating that the indirect effect was not statistically significant. Diversity climate perceptions and personal justice experience perceptions explained 1.14% of the variance in OCB. These results indicate that personal justice experience perceptions did not mediate the relationship between diversity climate perceptions and OCB.



*Figure 3.* Personal justice experience perceptions as the mediator of the relationship between diversity climate perceptions and OCB.

\*\*\* $p < .001$

Table 5

*A Relationship Between Diversity Climate Perceptions and OCB as Mediated by Personal Justice Experience Perceptions*

Variable	<i>b</i> ( <i>SE</i> )	<i>t</i>	95 % CI	
			<i>LL</i>	<i>UL</i>
DCP–OCB ( <i>c</i> )	.09(.05)	1.61	-.02	.19
DCP–PJEP ( <i>a</i> )	.65(.07)	9.78***	.52	.78
PJEP–OCB ( <i>b</i> )	-.01(.05)	-.13	-.11	.10
DCP–OCB ( <i>c'</i> )	.09(.06)	1.42	-.04	.22
<b>Indirect Effect</b>				
DCP–PJEP–OCB ( <i>ab</i> )	-.01(.04)		-.08	.07

*Note.* *N* = 230. This table shows the path coefficients and indirect effect for the relationship between diversity climate perceptions (DCP) and OCB as mediated by personal justice experience perceptions (PJEP). *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

\*\*\**p* < .001

Results of the analysis for the outcome variable work engagement are shown in Figure 4 and the unstandardized coefficients, standard errors, *t* values, and 95% CI are listed in Table 6. Diversity climate perceptions were significantly related to work engagement (path *c*: *b* = .16, *p* < .01) and to personal justice experience perceptions (path *a*: *b* = .65, *p* < .001). Personal justice experience perceptions were not related to work engagement, after controlling for diversity climate perceptions (path *b*: *b* = .06, *p* > .05). With respect to the significance of the indirect effect, results showed that the bias-corrected bootstrap CI contained zero (path *ab*: *b* = .04, 95% CI = -.03 to .12), indicating

that the indirect effect was not statistically significant. Diversity climate perceptions and personal justice experience perceptions explained 6.52% of the variance in work engagement. These results indicate that personal justice experience perceptions did not mediate the relationship between diversity climate perceptions and work engagement.

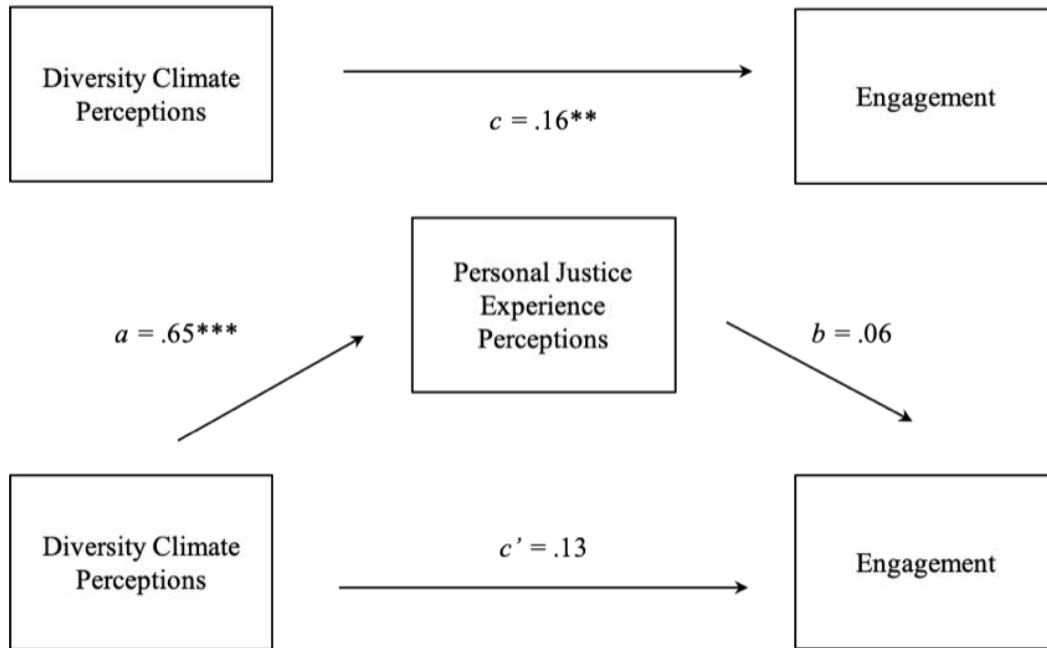


Figure 4. Personal justice experience perceptions as the mediator of the relationship between diversity climate perceptions and work engagement.

$^{**}p < .01$ .  $^{***}p < .001$



Table 6

*A Relationship Between Diversity Climate Perceptions and Work Engagement as Mediated by Personal Justice Experience Perceptions*

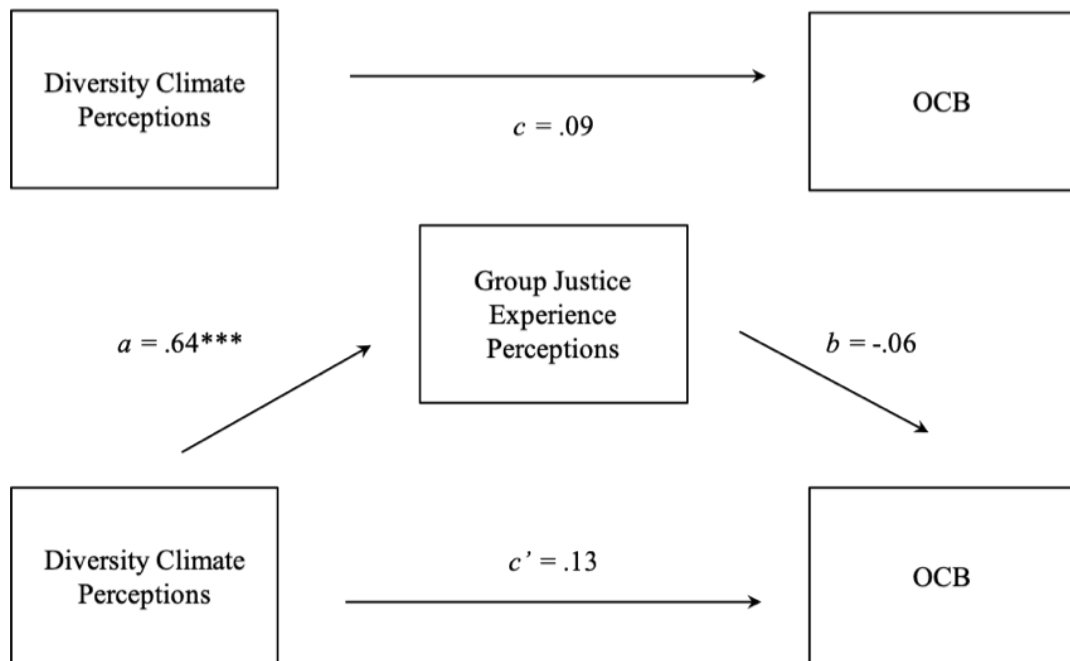
Variable	<i>b</i> ( <i>SE</i> )	<i>t</i>	95 % CI	
			<i>LL</i>	<i>UL</i>
DCP–Engagement ( <i>c</i> )	.16(.04)	3.69**	.08	.25
DCP–IPOJ ( <i>a</i> )	.65(.07)	9.78***	.52	.78
IPOJ–Engagement ( <i>b</i> )	.06(.04)	1.46	-.02	.15
DCP–Engagement ( <i>c'</i> )	.13(.06)	1.99	.00	.25
<b>Indirect Effect</b>				
DCP –IPOJ–Engagement ( <i>ab</i> )	.04(.04)		-.03	.12

*Note.* *N* = 230. This table shows the path coefficients and indirect effect for the relationship between diversity climate perceptions (DCP) and work engagement as mediated by personal justice experience perceptions (PJEP). *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

\*\**p* < .01. \*\*\**p* < .001

The following two analyses examined group justice experience perceptions (i.e., how others are fairly treated) as a mediator. Results of the analysis for the outcome variable OCB are shown in Figure 5 and the unstandardized coefficients, standard errors, *t* values, and 95% CI are listed in Table 7. Diversity climate perceptions were not related to OCB (path *c*: *b* = .09, *p* > .05). Diversity climate perceptions were significantly related to perceptions of fairness in treatment of others (path *a*: *b* = .64, *p* < .001), suggesting that when individuals positively perceived their organization's climate for diversity, they were more likely to believe their organization was fair in treatment of its other members

generally. Group justice experience perceptions were not related to OCB (path  $b$ :  $b = -.06, p > .05$ ), after controlling for diversity climate perceptions. With respect to significance of the indirect effect, results showed that the bias-corrected bootstrap CI contained zero (path  $ab$ :  $b = -.04$ , 95% CI = .12 to .03), indicating that the indirect effect was not statistically significant. Diversity climate perceptions and group justice experience perceptions explained 1.72% of the variance in OCB. These results indicate that the group justice experience perceptions did not mediate the relationship between diversity climate perceptions and OCB.



*Figure 5.* Group justice experience perceptions as the mediator of the relationship between diversity climate perceptions and OCB.

\*\*\* $p < .001$

Table 7

*A Relationship Between Diversity Climate Perceptions and OCB as Mediated by Group Justice Experience Perceptions*

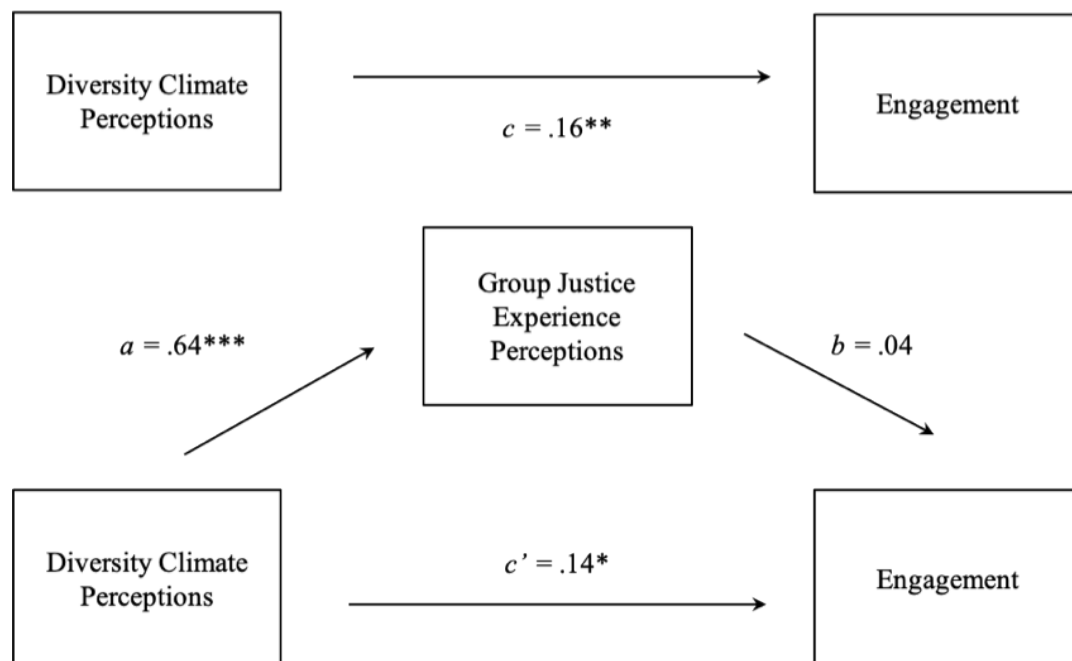
Variable	<i>b</i> ( <i>SE</i> )	<i>t</i>	95 % CI	
			<i>LL</i>	<i>UL</i>
DCP–OCB ( <i>c</i> )	.09(.05)	1.61	-.02	.19
DCP–EPOJ ( <i>a</i> )	.64(.07)	9.27***	.50	.77
EPOJ–OCB ( <i>b</i> )	-.06(.05)	-1.17	-.16	.04
DCP–OCB ( <i>c'</i> )	.13(.06)	1.99	.00	.25
<b>Indirect Effect</b>				
DCP–EPOJ–OCB ( <i>ab</i> )	-.04(.04)		-.12	.03

*Note.* *N* = 230. This table shows the path coefficients and indirect effect for the relationship between diversity climate perceptions (DCP) and OCB as mediated by group justice experience perceptions (GJEP). *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

\*\*\**p* < .001

Results of the analysis for the outcome variable work engagement are shown in Figure 6 and the unstandardized coefficients, standard errors, *t* values, and 95% CI for the two variables are listed in Tables 8. Diversity climate perceptions were significantly related to work engagement (path *c*: *b* = .16, *p* < .001) and the perceptions of fairness in treatment of others (path *a*: *b* = .64, *p* < .001). Group justice experience perceptions were not related to work engagement (path *b*: *b* = .04, *p* > .05), after controlling for diversity climate perceptions. With respect to significance of the indirect effect, results showed that the bias-corrected bootstrap CI contained zero (path *ab*: *b* = .03, 95% CI = -.04 to .09), indicating that the indirect effect was not statistically significant. Diversity climate

perceptions and group justice experience perceptions explained 6.04% of the variance in work engagement. These results indicate that the group justice experience perceptions did not mediate the relationship between diversity climate perceptions and work engagement. Overall, the results of these additional analyses showed that each component of overall justice perceptions (individual and group) did not act as a mediator of the relationship between diversity climate perceptions and OCB and work engagement.



*Figure 6.* Group justice experience perceptions as the mediator between diversity climate perceptions and work engagement.

\* $p < .05$ . \*\* $p < .01$ . \*\*\* $p < .001$

Table 8

*A Relationship Between Diversity Climate Perceptions and Work Engagement as Mediated by Group Justice Experience Perceptions*

Variable	<i>b</i> ( <i>SE</i> )	<i>t</i>	95 % CI	
			<i>LL</i>	<i>UL</i>
DCP–Engagement ( <i>c</i> )	.16(.04)	3.69**	.08	.25
DCP–EPOJ ( <i>a</i> )	.64(.07)	9.27***	.50	.77
EPOJ–Engagement ( <i>b</i> )	.04(.04)	.98	-.04	.13
DCP–Engagement ( <i>c'</i> )	.14(.05)	2.63*	.03	.24
<b>Indirect Effect</b>				
DCP–EPOJ–Engagement ( <i>ab</i> )	.03(.03)		-.04	.09

*Note.* *N* = 230. This table shows the path coefficients and indirect effect for the relationship between diversity climate perceptions (DCP) and work engagement as mediated by group justice experience perceptions (GJEP). *CI* = confidence interval; *LL* = lower limit; *UL* = upper limit.

\**p* < .05. \*\**p* < .01. \*\*\**p* < .001

## **Discussion**

The workforce has become increasingly diverse. Although workplace diversity has been shown to have both positive and negative outcomes, researchers have posited that differences between these two outcomes can often be explained by the work environment of an organization and how diversity is managed overall (Chrobot-Mason & Aramovich, 2013). Hence, researchers have studied the concept of diversity climate perceptions. Diversity climate perceptions have been found to be related to many outcomes, including higher company performance, increased organizational commitment, and increased job satisfaction (e.g., Hicks-Clark & Iles, 2000; McKay et al., 2008). Past studies have primarily focused on the influence of moderators on the relationship between diversity climate perceptions and various outcomes (e.g., Hsiao et al. 2015; Gonzalez & DeNisi, 2009; Pugh et al. 2008) and have seldom examined the underlying mechanisms of why diversity climate perceptions are related to outcomes. Furthermore, research on diversity climate perceptions has predominantly focused on attitudinal outcomes of individuals and has neglected to explore motivational and behavioral outcomes of employees (e.g., Chrobot-Mason & Aramovich, 2013; McKay & Avery, 2015). Therefore, this study proposed and tested whether overall organizational justice would act as a mediator of the relationship between diversity climate perceptions and OCB and work engagement.

### **Summary of Findings**

Hypothesis 1 stated that diversity climate perceptions would be positively related to OCB. This hypothesis was not supported as results showed that diversity climate perceptions were not significantly related to OCB. This indicated that the degree to which

individuals perceived their organization to foster a climate that was fair and inclusive to its members was not directly related to their level of display in OCB. These results are inconsistent with similar research, in which Kurtessis et al. (2017) found greater perceptions of organizational support were related to higher levels of OCB, such that employees who positively perceived their organization to value and care about the well-being of its members were more likely to display helpful behaviors that intended to aid the organization.

The lack of a significant relationship between diversity climate perceptions and OCB may be due to the composition of the sample in the current study, in which a large portion of participants were employed within the healthcare/pharmaceutical industry. Healthcare workers usually have highly visible job roles that require continuous care for their patients (Fiabane, Giorgi, Sguazzin, & Argentero, 2013). Therefore, such healthcare workers may not view OCB as extra-role behaviors, but rather consider them part of their normal job role description, regardless of whether they perceive their organization to value diversity or not. Alternatively, it could be that healthcare workers do not have the additional time to engage in extra-role behaviors because of the increasing demands and high visibility that their job presents, regardless of whether they work in an environment where employees are valued.

Another possibility for the lack of the relationship between diversity climate perceptions and OCB is that this study was conducted around the time that many employees experienced significant disruptions to their normal work environment, with many furloughed or required to work from home due to the COVID-19 pandemic in

2020. Working from home might have prevented employees from engaging in or recognizing OCB because generally these behaviors involve face-to-face situations (e.g., helping co-workers perform tasks). Perhaps the virtual work environment limited the possibility for face-to-face interactions, so participants found it harder to establish relationships with their co-workers or managers. Therefore, it may be that when employees are unable to socialize and interact as frequently with others, they may not be able to display and engage in OCB, regardless of whether they perceive their organization to have a positive diversity work climate.

Hypothesis 2 stated that diversity climate perceptions would be positively related to work engagement. Because the overarching definitions of perceived organizational support and diversity climate perceptions are both relatively concerned with the idea of fairness and valuation of individuals, and the concept of perceived organizational support has been shown to be related to engagement, I expected a similar outcome to be true for the relationship between diversity climate perceptions and work engagement. Results of the analyses showed support for this hypothesis, indicating that employees who positively perceived their organization to foster a diverse and inclusive work climate were more likely to be engaged with their work. These results are consistent with similar research, in which Gupta et al. (2016) found a positive relationship between perceived organizational support, job engagement, and organization engagement, suggesting that individuals who positively perceived their organization valued and cared for its members had higher engagement in both their job and organization.



Hypothesis 3a stated that overall organizational justice would mediate the relationship between diversity climate perceptions and OCB. Hypothesis 3b stated that overall organizational justice would mediate the relationship between diversity climate perceptions and work engagement. Results for both hypotheses showed that overall organizational justice did not mediate the relationship between diversity climate perceptions and OCB or work engagement. These findings were not in support of Hypotheses 3a and 3b. These results are somewhat inconsistent with previous research, in which Ambrose and Schminke (2009) found overall organizational justice mediated the relationship between specific justice components (i.e., procedural justice, interactional justice, distributive justice) and individuals' attitudinal and behavioral outcomes (i.e., OCB).

A possible explanation for the lack of support for overall organizational justice as a mediator is the generality of the mediator of overall organizational justice in relation to the other measured variables of the current study. For example, Cronbach and Gleser (1965) suggested that there is a tradeoff between the bandwidth of a measure and its fidelity, which is commonly known as the bandwidth-fidelity dilemma. The bandwidth-fidelity dilemma refers to the idea that global and broad constructs are capable of predicting broad criteria with moderate validity, whereas prediction of specific criteria with maximum validity necessitates narrow and specific constructs as measurements. This concept suggests that it is important to match the generality or breadth of the predictor variable to that of the criterion variable (Cronbach, 1970; Cronbach & Gleser,

1965) as this allows for stronger relationships to emerge and ensures that the best explanatory power is achieved (Ambrose & Schminke, 2009).

Although the breadth of the measured variables in the current study is not of extreme specificity, the concept of diversity climate perceptions might be more concerned with the perceived fairness in company procedures and/or in the interpersonal treatment of employees, rather than the overall fairness of the organization (i.e., overall organizational justice). Therefore, it may be that mediation is more likely to occur when specific components of organizational justice (e.g., procedural justice, interactional justice) are used to explain the relationship between diversity climate perceptions and OCB and work engagement, rather than when the concept of overall organizational justice is used as a mediator.

Furthermore, it may also be that because a large number of the current study's sample were healthcare workers, such healthcare workers did not view overall organizational justice as a contributing factor to their work behaviors. Perhaps because healthcare workers have a unique job role where they must care for others, their motivation to engage in positive work behaviors comes from intrinsic factors instead of organizational factors (i.e., overall organizational justice), regardless of their personal perceptions regarding the diversity climate within their organization.

### **Theoretical Implications**

Past literature has focused on the impact of diversity climate perceptions on the attitudinal outcomes of individuals, including job satisfaction, organizational commitment, and empowerment (Hicks-Clarke & Iles, 2000; Kossek & Zonia, 1993;

Wolfson et al., 2011). Diversity climate perceptions are considered to be of importance for organizations because they are likely to have significant positive impacts on employees (Chrobot-Mason & Aramovich, 2013). That is, when employees perceive their organization to cultivate a work climate that is diverse and inclusive, they are likely to associate these positive feelings of valuation and fairness with positive attitudes that will benefit the organization.

As prior research has primarily investigated attitudinal outcomes of diversity climate perceptions, researchers have argued that additional research is needed to examine the impact of diversity climate perceptions on behavioral outcomes (Chrobot-Mason & Aramovich, 2013; McKay & Avery, 2015). The results of the current study demonstrated that diversity climate perceptions were not related to OCB, but they were positively related to work engagement, suggesting that increased perceptions of a positive diversity climate were associated with more engagement at work among employees. To the best of my knowledge, this study was the first one to examine the relationship between diversity climate perceptions and work behaviors. The results of the current study add to the literature that diversity climate perceptions are not only related to job attitudes, but are also related to job behaviors (i.e., work engagement).

This study was also the first one to examine the mediating role of overall organizational justice on the relationship between diversity climate perceptions and behavioral outcomes (i.e., OCB and work engagement). Although the current study did not find evidence for mediation, the current study found a significant relationship between diversity climate perceptions and overall organizational justice perceptions.

Consistent with prior literature, the results of the current study demonstrated that organizations with positive diversity climate enabled employees' perceptions of equal access to opportunity and fair treatment of employees within the organization (Chrobot-Mason & Aramovich, 2013), indicating that employees' perceptions of their organization's efforts to promote climate diversity were likely to be associated with their perceptions of the general fairness and justice of the organization.

### **Practical Implications**

The results of the current study offer several practical implications for organizations looking to understand the consequences of diversity climate perceptions. First, given that diversity climate perceptions were positively related to work engagement among employees, promoting diversity and valuing inclusion in the workplace have demonstrated benefits. The initiation of workplace diversity and inclusion efforts should start with employees of higher status (e.g., top-level managers). It is important to initiate these efforts from the top because those in leadership positions must first believe in the need to value all employees and remove barriers that are in the way for success (Stoner & Russell-Chapin, 1997), as they are likely the ones who cascade the implementation of organizational strategies and resources to the rest of the organization. With their positions of influence, leaders can cultivate an inclusive work environment through apparent efforts that promote the valuation and equality of all individuals, thus leading to enhanced employee outcomes, including engagement at work. Furthermore, given that work engagement is related to positive outcomes such as proactive behaviors (Bakker, Demerouti, and Sanz-Vergel, 2014) and higher in-role performance (Christian, Garza,

and Slaughter, 2011), promotion of workplace diversity and inclusion might lead to positive outcomes in the long-term.

Another practical implication of the current study is that because diversity climate perceptions were related to overall organizational justice, if organizations promote a positive climate for diversity in the workplace, employees may perceive fairness in their organizations. This suggests that how organizations decide to manage workplace diversity may promote impressions of justice or injustice experiences. Furthermore, given that perceptions of organizational justice are related to positive organizational outcomes, such as reduced turnover intentions (Ambrose & Schminke, 2009), improved task performance (Ambrose & Schminke, 2009; Colquitt et al., 2013), and increased trust in organizations (Colquitt et al., 2013), organizations would likely benefit from implementing practices and managerial trainings that focus on diversity in order to improve employees' perceptions of diversity climate.

### **Strengths, Weaknesses, and Future Research**

There are several strengths of the present study. First, this may be one of the first studies that examined behavioral outcomes of diversity climate perceptions. Although diversity climate perceptions were not related to OCB, it was related to work engagement. Thus, the present study showed that diversity climate perceptions are related to a positive job behavior. Second, although overall organizational justice perceptions did not act as a mediator of the relationships between diversity climate perceptions and OCB and work engagement, it was related to diversity climate perceptions. Thus, the present study showed that diversity climate perceptions were also related to positive

perceptions of fairness. Another strength of the current study is that participants were not strictly limited to a single industry, as has been typical with previous research on this topic. Thus, the results of the present study might be generalizable across various industry types.

Despite several strengths of the study, it is not without weaknesses. One weakness of the study is that the data were collected during the COVID-19 pandemic, where many participants experienced disruptions in their work environment, with many furloughed or required to do remote work. While diversity climate perceptions and overall organizational justice were not related to OCB, it may be that they did not have the opportunity to display extra-role behaviors to the organization and to their co-workers. If the study was conducted under the normal situation where employees work in-person rather than remotely, I might have found a positive relationship. Therefore, future research should consider the re-evaluation of the current study under different circumstances (i.e., traditional work arrangements).

Another weakness of the study is a concern that most of the sample consisted of health care workers. While the current study included other varying industries, it seems that healthcare workers might have impacted the variables of this study. For example, health care workers may not view OCB as extra role behaviors because of the demands of their job. Based on this, future studies should examine the role of intrinsic and extrinsic motivation as a mediating factor, or more specifically, examine the role that industry plays in these relationships.

Additionally, this study used overall organizational justice as a direct measure of fairness. That is, it is a measure that asks participants directly how fair their organization is overall. Colquitt and Shaw (2005) suggested that direct measures be used when justice is an endogenous variable (e.g., a mediator), while indirect measures (i.e., measures that describe attributes of fairness, such as the specific justice components) are appropriate when justice is used as the predictor variable. Although the current study followed this advice, it may be that overall organizational justice differs in certain relationships. Future research could look at different types of organizational justice (e.g., procedural, interpersonal) as mediators of the relationship between diversity climate perceptions and outcomes.

## **Conclusion**

The goal of the current study was to examine the mediating role of overall organizational justice on the relationship between diversity climate perceptions and OCB and work engagement. The results of this research showed that perceptions of a climate for diversity were related to engagement with work and perceptions of fairness in organizations. However, and inconsistent with previous research, the current study did not find that overall organizational justice mediated the relationship between diversity climate perceptions and OCB and work engagement. These inconsistent results suggest that more research be conducted in regard to the mediating role of overall organizational justice on the relationship between diversity climate perceptions and OCB and work engagement.

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## **Appendix**

### **Demographic Items**

Are you currently employed?  
How long have you been employed at your current company?  
Which of the following best describes the industry in which you work?  
What is your age?  
What is your gender?  
What is your ethnicity (or race)?

### **Scale Items**

#### **Organizational Citizenship Behavior (OCB) Items**

Took time to advise, coach, or mentor a co-worker.  
Helped co-workers learn new skills.  
Helped new employees get oriented to the job.  
Lent a compassionate ear when someone had a work problem.  
Offered suggestions to improve how work is done.  
Helped a co-worker who had too much to do.  
Volunteered for extra work assignments.  
Worked weekends or other days off to complete a work project.  
Volunteered to attend meeting or work on committees on my own time.  
Gave up meal and other breaks to complete work.

#### **Work Engagement Items**

When I am at work, I have a lot of energy.  
When I am at work, I feel vigorous.  
When I get up in the morning, I am excited to go to work.  
I am enthusiastic about my job.  
My job inspires me.  
I am proud of the work that I do.  
When I am at my job, I am immersed in my work.  
I get carried away with my work.  
I feel happy when I am working intensely.

#### **Overall Organizational Justice Items**

Overall, I am treated fairly by my company.  
I can count on my company to be fair.  
The treatment that I receive at my company is fair.  
In general, the way things work at my company are unfair. \*  
My company treats its employees fairly.  
In general, the employees at my company would say they are treated unfairly. \*

**Diversity Climate Perceptions Items**

My company makes it easy for employees with diverse backgrounds to fit in.

Where I work, employees are developed equally without regard to the gender, race, religion, or cultural backgrounds of the individuals.

At my company, managers demonstrate through their actions that they want to hire and retain a diverse workforce.

I feel that my immediate manager/supervisor does a good job of managing employees with diverse backgrounds (i.e., gender, race, religion, or culture).

\* Indicates that an item was reverse-coded